



RUTGERS

UNIVERSITY | NEW BRUNSWICK

School of Management & Labor Relations

Introduction to HRM, 37:533:301:92, Fall 2023, Online Asynchronous

Course Description

This course will introduce and overview the major topics in Human Resource Management (HRM). HRM is a fundamental component of the competitiveness, effectiveness, and sustainability of any organization, as it influences who is hired, how they are trained, evaluated, and compensated, and what steps are taken to retain them. In turn, HRM plays a critical role in attaining quality talent, influencing employee behaviors, and ensuring effective and efficient organizational performance. In other words, if an organization wants good people to gain a competitive advantage over its market rivals, it must practice good HRM.

Throughout this course, we will be covering many topics related to HRM. We will start by examining the holistic context, challenges, and role of HRM. Afterward, we will stress the importance of aligning HR practices to various organizational requirements and external environmental influences. Following, we will emphasize the role of HR in complying with several employment laws. Next, we will focus on job analysis and workforce planning. Then, we will look at various HR practices within the employment cycle, including recruitment and selection, training and development, performance management, compensation management, benefits, safety and health, and labor relations. Also, we will be highlighting the importance of aligning HR practices with each other and with the internal and external environment of the firm as we address each HR practice. Note that this course is a three-credit course and is required for all HRM undergraduate students (Majors and Minors).

Read each section below carefully. To get to a section, scroll down/up, or click on the Syllabus Navigation tab on this page (top right corner), then select the section you want to get to. If you are new

to Canvas, review the Canvas tutorials under [Course Tools Tutorials](https://rutgers.instructure.com/courses/251914/pages/course-tools-tutorials) (<https://rutgers.instructure.com/courses/251914/pages/course-tools-tutorials>).

Course Delivery Format

This course runs from date through date. It is delivered *entirely* online through the Learning Management System, Canvas. There will be no Face-to-Face, in-person classroom sessions, except for an optional virtual "meet your professor and classmates" live Zoom session.

The course is delivered in **asynchronous** mode. This means the learning activities and communication takes place outside of real-time. You do not have to log in at any specific scheduled time; you log in at your convenience. However, there may be times, if you're working in groups on an assignment, you would need to set up a live session via the **Canvas Conferences, WebEx, or ZOOM.**

Note: Even though you don't need to log in at any specific time, **you are required to adhere to all course work due dates.**

Virtual Office Hour

- The Virtual Office Hour will be conducted through Zoom on date/time. Or upon request.

Instructor Information

Instructor: Tanla Ayik

E-mail: ta252@smlr.rutgers.edu, (<mailto:ta252@smlr.rutgers.edu>), mobile: 201-452-2496

Virtual Office Hours: Fridays (by appointment) through Zoom

Class Teaching Aide

- Sweta Yadav, Email: sy734@scarletmail.rutgers.edu, (<mailto:rb1236@scarletmail.rutgers.edu>), Mobile: 8488280714.
- Post questions at [Frequently Asked Questions](https://rutgers.instructure.com/courses/251914/discussion_topics/3001853) (https://rutgers.instructure.com/courses/251914/discussion_topics/3001853)
- Virtual Office Hours: Thursdays, 10AM to 1PM and Fridays, 12 PM to 2 PM Eastern Standard Time, through Zoom
- Zoom link: <https://rutgers.zoom.us/j/7342766249?pwd=MjZtWnFJTlhkZjI4ejVRU3I6RTAwUT09> (<https://rutgers.zoom.us/j/7342766249?pwd=MjZtWnFJTlhkZjI4ejVRU3I6RTAwUT09>)

Ask for Help

I will continuously provide feedback and guidance through your assignments and forums. However, I am also happy to have a one-on-one session if needed. Please feel free to reach out. Email is the best way to contact me.

Course Materials

Textbook (In addition to class slides, you may leverage the below textbook options)

- Lepak, D. and Gowan, M. (2016). [Human resource management: managing employees for competitive advantage](https://redshelf.com/book/183052/human-resource-management-2nd-edition-183052-9780983332435-lepak-gowan). [Second edition](https://redshelf.com/book/183052/human-resource-management-2nd-edition-183052-9780983332435-lepak-gowan). United States of America: Chicago Business Press. ISBN: 978-0-9833324-3-5.
- Human Resource Management, 5e, Managing Employees for Competitive Advantage, by Gowan, DeMarr, David. ISBN: 978-1-948426-45-9.

Additional Course Materials

- Lecture videos, multimedia, and any supplemental materials to enhance textbook readings are provided in the Readings, Multimedia, and Lecture sections of each Module.

Support Resources for Your Well-Being

Rutgers Student Health Services:


- Rutgers Student Affairs is dedicated to health for the whole student body, mind and spirit. It accomplishes this through a staff of qualified clinicians and support staff. [Health, Counseling, and Wellness services](https://www.rutgers.edu/academics/student-support#studenthealth) are available at several locations throughout Rutgers University.

Crisis Intervention - Student Health


- [Crisis Situations](http://health.rutgers.edu/medical-counseling-services/counseling/crisis-intervention/)
- [In the Wake of Trauma](https://slwordpress.rutgers.edu/studenthealth/wp-content/uploads/sites/139/2018/07/Health-and-Human-Services-In-the-Wake-of-a-Trauma.pdf) https://doctreader.readspeaker.com/doctreader/?cid=8909&lang=en_us&url=https%3A%2F%2Fslwordpress.rutgers.edu%2Fstudenthealth%2Fwp-content%2Fuploads%2Fsites%2F139%2F2018%2F07%2FHealth-and-Human-Services-In-the-Wake-of-a-Trauma.pdf

Academic Services:

- For academic support including tutoring, visit the [Rutgers - New Brunswick Learning Centers](https://rlc.rutgers.edu/).
- For coaching help with writing skills and assignments visit the [Rutgers - New Brunswick Writing Tutors in the Learning Center](https://rlc.rutgers.edu/student-services/writing-tutoring/).

- Many library resources are available online. Assistance is available through phone, email, and chat. For information, check the [Rutgers Libraries website](https://www.libraries.rutgers.edu/)  [\(https://www.libraries.rutgers.edu/\)](https://www.libraries.rutgers.edu/).

Veteran Services:

- Rutgers is proud to support veterans. If you are a veteran of the armed forces, please visit the [Office of Veteran and Military Programs and Services website](https://veterans.rutgers.edu/)  [\(https://veterans.rutgers.edu/\)](https://veterans.rutgers.edu/) for more information.

Computer and other Technology Requirements

- Access to the internet
- Reliable computer
- Headphones/Headsets - highly recommended
- Webcam - optional
- Microsoft Word
- [Basic Computer Specifications for Canvas](https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-browser-and-computer-requirements-for-Canvas/ta-p/66#:~:text=Computer%20Specifications%20For%20best%20performance,%20you%20shoul)
 [\(https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-browser-and-computer-requirements-for-Canvas/ta-p/66#:~:text=Computer%20Specifications%20For%20best%20performance,%20you%20shoul](https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-browser-and-computer-requirements-for-Canvas/ta-p/66#:~:text=Computer%20Specifications%20For%20best%20performance,%20you%20shoul)

LockDown Browser + WebCam

We will be using the proctoring tool/app Respondus LockDown Browser for the midterms and final exams. You will need to download and install the application. Review the instructions and getting help page: [LockDown Browser + WebCam Requirement](https://rutgers.instructure.com/courses/251914/pages/lockdown-browser-+-webcam-requirement)

[\(https://rutgers.instructure.com/courses/251914/pages/lockdown-browser-+-webcam-requirement\)](https://rutgers.instructure.com/courses/251914/pages/lockdown-browser-+-webcam-requirement). You will have a chance to take a practice quiz to test out the tool in Week 1.


For convenience, you can also download/install the Canvas Student App for Android or iOS devices. Follow the instruction on the respective app centers:

- [Canvas Student App for Android](https://play.google.com/store/apps/details?id=com.instructure.candroid&hl=en) [\(https://play.google.com/store/apps/details?id=com.instructure.candroid&hl=en\)](https://play.google.com/store/apps/details?id=com.instructure.candroid&hl=en)
- [Canvas Student App for iOS](https://itunes.apple.com/us/app/canvas-student/id480883488) [\(https://itunes.apple.com/us/app/canvas-student/id480883488\)](https://itunes.apple.com/us/app/canvas-student/id480883488)






Canvas Tutorials & Technical Support

If you are new to Canvas or need a refresher tutorial, visit:

- [Getting Started In Canvas for Students](https://canvas.rutgers.edu/students/getting-started-in-canvas-students/) [\(https://canvas.rutgers.edu/students/getting-started-in-canvas-students/\)](https://canvas.rutgers.edu/students/getting-started-in-canvas-students/)

- (<https://canvas.rutgers.edu/students/getting-started-in-canvas-students/>) Canvas is Web Accessibility Guidelines compliant. More on [Canvas accessibility Standards](#)  (<https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-Canvas-accessibility-standards/ta-p/1564>)

If you need technical assistance at any time during the course or to report a problem with Canvas:

- Contact [Rutgers IT Help Desk](#) (<https://it.rutgers.edu/help-support/>). 833-648-4357, email help@oit.rutgers.edu, (<mailto:help@oit.rutgers.edu>), accessible 24 hours a day, 7 days a week.
- Refer to the [Canvas Student Tutorial](#) (<https://community.canvaslms.com/community/answers/guides/video-guide>)
- Canvas [Student Guide PDF Version](#)  (https://community.canvaslms.com/html/assets/Canvas_Student_Guide.pdf)  (https://docreader.readspeaker.com/docreader/?cid=8909&lang=en_us&url=https%3A%2F%2Fcommunity.canvaslms.com%2Fhtml%2Fassets%2FCanvas
- Access Rutgers Canvas via the [MyRutgers Portal](#)  (<https://my.rutgers.edu/>), [rutgers.instructure.com](https://canvas.rutgers.edu), mobile app and <https://canvas.rutgers.edu>  (<https://canvas.rutgers.edu/>)
- For Canvas assistance, Passwords, or any other computer-related technical support contact the [Rutgers Canvas Help Desk](#)  (<https://canvas.rutgers.edu/canvas-help/>).
 - help@canvas.rutgers.edu (<mailto:help@canvas.rutgers.edu>)
- View tutorials at [Course Tools Tutorials](#) (<https://rutgers.instructure.com/courses/251914/pages/course-tools-tutorials?wrap=1>)

Special Needs Accommodations

Rutgers, the State University of New Jersey abides by the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments (ADAA) of 2008, and Sections 504 and 508 which mandate reasonable accommodations be provided for qualified students with disabilities and accessibility of online information. If you have a disability and may require some type of instructional and/or examination accommodation, please contact me early in the semester so that I can provide or facilitate in providing accommodations you may need. If you have not already done so, you will need to register with the [Office of Disability Services](#) (<https://ods.rutgers.edu/>), the designated office on campus to provide services and administer exams with accommodations for students with disabilities. Below is the full contact information for the Office of Disability Services:

Office of Disability Services contact and address

Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: dsoffice@rci.rutgers.edu (<mailto:dsoffice@rci.rutgers.edu>)

- Phone: (848) 445-6800 • Fax: (732) 445-3388
- <https://ods.rutgers.edu/> (<https://ods.rutgers.edu/>)

Who is this course for?

This course is an optimal learning experience for:

- Students aiming for a career in Human Resources
- Students seeking knowledge of People Management
- Managers seeking to improve their People Management skills and interested in implementing effective HR practices.
- Employees aspiring managerial positions
- Employees involved in HR practices such as staffing and performance management

Course Objectives

The aim of this course is to provide you with a robust understanding of HR practices and issues. In addition, the course targets building awareness and appreciation of the link between HR practices and their role in achieving a competitive advantage. Students who successfully complete this course should be able to demonstrate an understanding of:

1. The context and challenges of HRM and its role as a strategic function and set of practices within organizations.
2. How HR practices should be aligned with each other and with the internal and external environment of the firm.
3. How to conduct HR planning to ensure that the right quality of talent with the right quantities are available at the right time.
4. The process of recruiting and selecting employees to attract and attain the right talent.
5. The process of training and developing employees to ensure that they acquire the right competencies for current and future positions.
6. The process of performance management to assess employees' productivity and behaviors and to ensure continuous improvement of employees' performance.
7. The process of designing and implementing compensation packages – including incentives and benefits – that help in attracting, motivating and retaining talent.
8. How to ensure that employees are healthy and safe – from an ethical-obligation perspective and from a legal compliance perspective.
9. How to manage employee relations – especially when it comes to labor unions.

SMLR Learning Objectives

- Understanding Context- Evaluate the context of workplace issues, public policies, and management decisions
 - Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
 - Analyze a contemporary global issue in their field from a multi-disciplinary perspective
 - Analyze issues related to business strategies, organizational structures, and work systems
 - Analyze issues of social justice related to work across local and global contexts (LSER)
 - Analyze issues related to the selection, motivation, and development of talent in a global context (HRM)
- Application– Demonstrate an understanding of how to apply knowledge necessary for effective work performance
 - Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
 - Understand the legal, regulatory and ethical issues related to their field
 - Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
 - Understand the internal and external alignment and measurement of human resource practices (HRM)

Course Structure & Schedules

This course is structured in a weekly module format. A Module is a chunk of the course content broken out by usually topic. Each Module equates to a Week. Each week starts on a Monday and ends on a Sunday. Exceptions are the first and the last week of the semester.



The course is divided into 16 Weeks/Modules as follows (link to the weekly modules):

- [Week 1 \(September 5 - 10\): Introduction to the Course](https://rutgers.instructure.com/courses/251914/modules/1302777?wrap=1)
(<https://rutgers.instructure.com/courses/251914/modules/1302777?wrap=1>)
- [Week 2 \(September 11 - 17\): Managing Employees For Competitive Advantage \(Ch. 01\)](https://rutgers.instructure.com/courses/251914/modules/1302778?wrap=1)
(<https://rutgers.instructure.com/courses/251914/modules/1302778?wrap=1>)
- [Week 3 \(September 18 - 24\): Organizational Demands and Environmental Influences \(Ch. 02\)](https://rutgers.instructure.com/courses/251914/modules/1302779?wrap=1)
(<https://rutgers.instructure.com/courses/251914/modules/1302779?wrap=1>)
- [Week 4 \(September 25 - October 1\): Regulatory Issues \(Ch. 03\)](https://rutgers.instructure.com/courses/251914/modules/1302780?wrap=1)
(<https://rutgers.instructure.com/courses/251914/modules/1302780?wrap=1>)
- [Week 5 \(October 2 - 8\): Job Design and Job Analysis \(Ch. 04\)](https://rutgers.instructure.com/courses/251914/modules/1302781?wrap=1)
(<https://rutgers.instructure.com/courses/251914/modules/1302781?wrap=1>)
- [Week 6 \(October 9 - 15\): Workforce Planning \(Ch. 05\) + Midterm One](https://rutgers.instructure.com/courses/251914/modules/1302782?wrap=1)
(<https://rutgers.instructure.com/courses/251914/modules/1302782?wrap=1>)
- [Week 7 \(October 16 - 22\): Recruitment \(Ch. 06\) + Optional Extra-Credit Essay 01](https://rutgers.instructure.com/courses/251914/modules/1302783?wrap=1)
(<https://rutgers.instructure.com/courses/251914/modules/1302783?wrap=1>)

- [Week 8 \(October 23 - 29\): Selection \(Ch. 07\)](https://rutgers.instructure.com/courses/251914/modules/1302784?wrap=1)
- [Week 9 \(October 30 - November 5\): Learning and Development \(Ch. 08\)](https://rutgers.instructure.com/courses/251914/modules/1302786?wrap=1)
- [Week 10 \(November 6 - 12\): Performance Management \(Ch. 09\) + Midterm Two](https://rutgers.instructure.com/courses/251914/modules/1302787?wrap=1)
- [Week 11 \(November 13 - 19\): Compensating Employees \(Ch. 10\) + Optional Extra-Credit Essay 02](https://rutgers.instructure.com/courses/251914/modules/1302788?wrap=1)
- [November 20 - 26\): Thanksgiving Break.](https://rutgers.instructure.com/courses/251914/modules/1302803?wrap=1)
- [Week 12 \(November 27 - December 3\): Incentives and Rewards \(Ch. 11\)](https://rutgers.instructure.com/courses/251914/modules/1302789?wrap=1)
- [Week 13 \(December 4 - 10\): Employee Benefits and Safety Programs \(Ch. 12\)](https://rutgers.instructure.com/courses/251914/modules/1302790?wrap=1)
- [Week 14 \(December 11 - 17\): Labor Unions and Employee Relations Management \(Ch. 13\)](https://rutgers.instructure.com/courses/251914/modules/1302791?wrap=1)
- [Week 15 \(December 18 - 22\): Final](https://rutgers.instructure.com/courses/251914/modules/1302792?wrap=1)

How to Access Zoom

Virtual office hours are conducted through scheduled ZOOM meeting. If you have not activated your Rutgers ZOOM account, you will need to do so prior to class starts. Follow the steps below:

1. Follow instructions on [Creating Rutgers ZOOM Account](https://it.rutgers.edu/zoom/)  [\(https://it.rutgers.edu/zoom/\)](https://it.rutgers.edu/zoom/). Note: be sure to read what to do if you have an existing personal ZOOM account that uses your Rutgers email.
2. Once you have activated your Rutgers ZOOM account you will then need to make sure your Canvas default email is in the format **netid@rutgers.edu**. Follow instructions on [How to check and set your Canvas Default Email](https://rutgers.instructure.com/courses/251914/pages/how-to-check-and-set-your-canvas-default-email) [\(https://rutgers.instructure.com/courses/251914/pages/how-to-check-and-set-your-canvas-default-email\)](https://rutgers.instructure.com/courses/251914/pages/how-to-check-and-set-your-canvas-default-email) if needed. Then you can access the scheduled ZOOM class sessions.
3. To access and join the scheduled class sessions, select the ZOOM tab from the left navigation menu, then select Join to join the scheduled session. If you are new to ZOOM, review the tutorials under [Course Tools Tutorials](https://rutgers.instructure.com/courses/251914/pages/course-tools-tutorials) [\(https://rutgers.instructure.com/courses/251914/pages/course-tools-tutorials\)](https://rutgers.instructure.com/courses/251914/pages/course-tools-tutorials) or at [Rutgers ZOOM Homepage](https://it.rutgers.edu/zoom/)  [\(https://it.rutgers.edu/zoom/\)](https://it.rutgers.edu/zoom/).

ZOOM etiquettes:

- For audio clarity, mute your microphone when not speaking, unmute only when you are speaking.
- Allow for the brief delay that happens when a conversation from one speaker transitions to another. Be patient and allow the person to speak.

- You have the option to turn on/off your webcam.
- You can use the Chat box to ask questions, share your thoughts.

Assessments

- [Forum Discussions \(https://rutgers.instructure.com/courses/251914/pages/forum-discussions\)](https://rutgers.instructure.com/courses/251914/pages/forum-discussions)
- [Extra Credit Assignments \(https://rutgers.instructure.com/courses/251914/pages/extra-credit-assignments\)](https://rutgers.instructure.com/courses/251914/pages/extra-credit-assignments)
- [Exams, and Exam make-up policy \(https://rutgers.instructure.com/courses/251914/pages/exams-and-exam-make-up-policy\)](https://rutgers.instructure.com/courses/251914/pages/exams-and-exam-make-up-policy)


Chapter Quizzes

There is a "**Test Your Knowledge**" quiz after each chapter. These quizzes **do not count towards your final grade**. They are there to help you assess what you have learned from each chapter. You have multiple attempts for these quizzes so do your best.

LockDown Browser and Respondus Monitor

Your exam will be proctored through the proctoring tool LockDown Browser and Respondus Monitor. LockDown Browser locks your browser so you can only open the Exam browser and nothing else. The Respondus Monitor is the Webcam proctoring that accompanies LockDown Browser. Prior to taking the exam, you will complete a practice test (non-graded) to acclimate yourself to LockDown Browser and identify/fix any technical issues. This way you will be all set to go for the midterm.

In order to complete the exam, you will need to download the tool. Follow instructions below:

- [Student Guide LockDown Browser \(https://web.respondus.com/wp-content/uploads/2020/07/QSG_CanvasNew_Student.pdf\)](https://web.respondus.com/wp-content/uploads/2020/07/QSG_CanvasNew_Student.pdf)  https://docreader.readspeaker.com/docreader/?cid=8909&lang=en_us&url=https%3A%2F%2Fweb.respondus.com%2Fwp-content%2Fuploads%2F2020%2F07%2FQSG_CanvasNew_Student.pdf

Introduction to Respondus LockDown Browser for Students



Be sure to complete the [Practice Quiz \(https://rutgers.instructure.com/courses/251914/quizzes/742835\)](https://rutgers.instructure.com/courses/251914/quizzes/742835).

Your Responsibilities

Online learning requires a high level of discipline, dedication, and time management skills. While online learning offers you flexibility and convenience to learn from anyplace, anytime, *you are still expected to adhere to the all due dates.*

You are expected to:

- Have access to a reliable computer, and access to the Internet
- Log in to Canvas for your course **on a daily basis**
- Check for any announcements, update to the syllabus, assignments, and/or discussions and respond accordingly
- Actively participate in the Discussion Forum
- Complete the assigned readings and/or media
- Complete all assignments and/or exams
- Adhere to all due dates

Remember that the instructor is merely a facilitator of your learning experience. Attaining the utmost knowledge of the course subjects is highly dependent on your individual effort and peer involvement. For every 3 credits of study, expect to commit at least 100 hours of your time for coursework, self-study, and revision.

In case of computer failure

Make sure you have an alternative plan of access to your Canvas course in case your computer crashes (it happens). Additionally, be sure to backup your important documents and assignments on a flash drive

or other external device.

Grading Structure

Grading Components	Points towards Final Course Grade
Discussion Forum Participation	100
Midterm One	100
Midterm Two	100
Final Exam	100
Total	400


Grading Scale

# of Points	Percent	Grade	Grade Points
385 - 400	90 - 100	A	4.0
338 - 357	85 - 89	B+	3.5
318 - 337	80 - 84	B	3.0
298 - 317	75 - 79	C+	2.5
278 - 297	70 - 74	C	2.0
258 - 277	65 - 69	D	1.0
below 257	64 and below	F	0.0

Engagement in this learning community

You are a stakeholder in this learning process, in this course. Please be mindful of your communication and actions in this learning space. Stay respectful, non-judgmental, and supportive of your fellow learners. By doing so, you are promoting a safe space to learn and thereby reducing barriers to learning for yourself and your fellow classmates. Thank you. Refer to

<https://rutgers.instructure.com/courses/127012/pages/discussion-post-guidelines>) **Discussion Post Guidelines** (<https://rutgers.instructure.com/courses/251914/pages/discussion-post-guidelines>) when communicating in your Canvas class.

I encourage you to visit the [Rutgers Student Conduct](https://studentconduct.rutgers.edu/)  (<https://studentconduct.rutgers.edu/>) website and review the information.

Academic Integrity

Here it comes...

We all know cheating/plagiarism disrupts the learning process. I expect everyone in the class to submit their own work, without cheating and/or plagiarising. To that end, be sure to review and abide by the [Rutgers Academic Integrity](https://academicintegrity.rutgers.edu/). [➡ \(https://academicintegrity.rutgers.edu/\)](https://academicintegrity.rutgers.edu/) Additionally, complete [Assignment: Academic Integrity Contract](https://rutgers.instructure.com/courses/251914/assignments/2644403) [\(https://rutgers.instructure.com/courses/251914/assignments/2644403\)](https://rutgers.instructure.com/courses/251914/assignments/2644403)

What happens if you cheat

The HRM Undergraduate Program has a strict policy concerning any form of cheating (including cheating incidents at exams and plagiarism). The following is the **Undergraduate Program Policy on Cheating**:

The goal of this policy is to make sure students in the UG HRM program fully understand that cheating will not be tolerated and there are serious consequences for first-time cheaters and catastrophic consequences for repeat offenders. This policy applies solely to the Undergraduate HRM Program.

The faculty members of the undergraduate program condemn any form of cheating. Any student found to have cheated will receive a zero on the assignment or test on which the cheating occurred. In addition, the student's final grade will be reduced by an entire letter grade.

When students cheat, a note will be placed in their files in the HRM Department and such information will be taken into account by the Admissions Committee for the MHRM Program. Further, on the first offense, students will be required to meet with the HRM Undergraduate Program Director to discuss the offense and the subsequent penalty.

The second incidence of cheating (whether in the same class or in another HR class) will result in a grade of "F" and a referral to the appropriate School and University authorities.

In the case of cheating on group work, all members of the group will be held responsible and suffer the consequences noted above. Students have the responsibility to make sure that any work with their name on it meets the integrity standards of the HRM Department and the University.

TurnItIn Statement

Students (You) agree that by taking this course all required papers may be subject to submission for textual similarity review to **Turnitin.com** (via Canvas Assignments Portal) for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely

for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the [Usage Policy \(https://help.turnitin.com/Privacy_and_Security/Privacy_and_Security.htm#Usage_Policy\)](https://help.turnitin.com/Privacy_and_Security/Privacy_and_Security.htm#Usage_Policy) posted on the Turnitin.com site.

If you do not agree please contact me immediately.

Where to Next?

After reviewing the content of this Course Syllabus, proceed to Modules, and review the [Learning Support Resources \(https://rutgers.instructure.com/courses/251914/modules/1302775\)](https://rutgers.instructure.com/courses/251914/modules/1302775) section. Then continue on to Week 1 activities.

Any Broken Links/URLs

At SMLR, we strive to continuously improve our course design. If you come across any broken links/URLs, or pages that don't exist, please email SMLR Instructional Technology Specialist, Marta Pulley, [marta.pulley@rutgers.edu \(mailto:marta.pulley@rutgers.edu\)](mailto:marta.pulley@rutgers.edu). Any suggestions you have for improving the course design is greatly appreciated.